



## EXECUTIVE SUMMARY



### Project Scope

The current Employee Performance Evaluation system has been used by the city for nearly two decades to evaluate municipal workers' job performance. The current system has served its purpose; however, significant process enhancements are needed to support the city in achieving a culture that recognizes and motivates its workforce to meet and/or exceed desired expectations. Therefore, with the goal of continuous improvement, our upcoming initiative centers on:

- Aligning goals and objectives to work plans;
- Measuring performance using the SMART (i.e., specific, measurable, achievable, relevant, time-based) methodology; and
- Creating an environment and culture of effective communications and coaching.

The **mission** of the **Houston Employee Assessment and Review (HEAR<sup>®</sup>)** team is to implement a citywide performance management process and application across all departments in collaboration with city stakeholders and internal customers, addressing its impact on workforce productivity, efficiency, and service delivery, thus making the city of Houston one of the best cities in the nation in which to work, live, shop, and play.

The city of Houston's new Performance Management System should not be perceived as a "gotcha" or as a "documentation hammer" leveraged to coerce good performance, but rather as a tool to encourage employee development and improve operational outcomes and service delivery across the city of Houston.

## REPORTING PERIOD: APRIL 2013

### Objectives:

1. Push for HEAR Interim Application (IA) user adoption
2. Stabilize and mitigate issues associated with the HEAR IA
3. Deliver hands-on HEAR IA training for sups./mgrs.; web-based training for non-supervisors
4. Conduct final HEAR assessments and reviews for non-supervisors using current performance work plans previously populated in Performance Impact or PI
5. Develop and deploy SMART Goal Training (4-hr sessions)
6. Provide ongoing communications to all stakeholders
7. Examine long-term performance management application options
8. Monitor project progress and mitigate risks, constraints, and assumptions

### Action Steps:

1. Provided HELP Desk user support to hundreds of non-supervisors, supervisors, and managers **(on-going)**
2. Resolved user concerns and application reporting/functionality issues **(on-going)**
3. Facilitated over 230 hands-on HEAR IA training to supervisors and managers
4. Monitored the citywide 2012-13 HEAR year-end closeout (Hundreds of HEAR assessments have been completed and locked) **(on-going)**
5. Modified the HEAR Assessment and Review cycle from April/May to July/August (Salary Administration to update AP 3-20 to reflect these changes)
6. Scheduled more than seven (7) independent SMART Goal workshops with more to be scheduled based on high demand
7. Disseminated the **HEAR & NOW Newsletter** and several project memoranda
8. Met with the HOPE Union to clarify the HEAR IA Process transition and garnered their support and buy-in
9. Viewed a brief demonstration of SABA's Performance functionality (We will be vetting other software options before making a final decision on the long-term solution platform)

#### Issues:

- Project funding sources **(constraint)\*\***
- ~~Technology interim solution developmental alternatives **(risk)**~~
- ~~Citywide paradigm shift **(assumption)**~~
- ~~Houston Airport System inability to access the LMS for mandatory registration and WBT training **(risk)**~~

*\*The **mission** of the **Houston Employee Assessment and Review (HEAR)** System is to provide a fair and balanced approach to performance management that supports a culture of high performance by developing and celebrating employee accomplishments and contributions to the residents of the city of Houston.*

**\*\*** Unmitigated since last reporting period (August 2012)